

# **The Heath Police Department**

## **Strategic Plan 2009 – 2011**

### **A Three Year Strategy in Facing Future Law Enforcement Challenges**



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- A. Heath Growth Estimates
- B. Workload Assessment

## **Message from Chief Shepherd...**

This year I celebrate my sixth year as Chief of Police for the City of Heath. As I look back, what a sense of pride I feel regarding the accomplishments of the men and women of this department. In 2004, I published my first 3 year strategic plan with the input of the professionals I'm surrounded with.

I felt strongly our department needed direction, integrity role models, and a host of technologic tools. In the beginning, we had the manpower resources to achieve a semblance of a community policing model. This goal in the previous plan was never realized due to our diminishing number of sworn officers.

We made major strides in our goal to improve technology and communications. All marked patrol cars are equipped with mobile data computers utilizing high speed 3G broadband internet access. Using state of the art applications, the officers can search multiple data bases for information and images, complete reports in the cruiser, instant "chat" with one another and multiple police departments, and even check their e mail accounts. But the greatest addition to our crime fighting technology is our new digital Project 25 compliant radio system. Gone are the dead spots and inability to communicate within buildings. The new digital system offers a robust device that includes added operational security.

Perhaps our greatest accomplishment is the high level of respect, trust, and confidence we realize from the public we serve. Officer complaints are significantly down and I receive compliments almost daily. The supervisory component is filled with honorable men whom are those integrity role models I mentioned earlier. They expect and receive the very best of the officers that are now empowered much more than in the past. I see and sense the organizational culture change through the officers' work product, attitudes, and sense of pride

The following pages represent our vision in how to best provide law enforcement services. It shall serve as a guide to reach the goals we have set for ourselves. These strategies address concerns of all stakeholders and issues: Our Officers and civilian employees' needs, the concerns of citizens, crime reduction, traffic enforcement, and many other areas.

**Anthony W. Shepherd**  
**Chief of Police**

## PURPOSE

While a strategic plan is a written document, more importantly it is a process that will allow this agency to stay focused on its priorities and carry out its mission. Without this planning process our efforts, resources, and attention go unchecked in addressing a multitude of issues and our ability to achieve our mission is diminished. An agency that stays focused only on day-to-day concerns becomes totally reactive and tends to stifle creativity and innovation.

A strategic plan is a blueprint that enables an organization to meet the challenges of the future. It is a process by which an organization's vision, goals, and objectives are defined, implemented, evaluated, and updated on a continual basis as a means to adapt and thrive in an ever-changing environment.

## PLAN DEVELOPMENT

This Strategic Plan began with general concepts and philosophical ideas concerning public safety and concluded with specific yearly tasks to achieve desired goals and objectives. The Mission, Values, and Vision statements indicate the broad range of beliefs, responsibilities, and services of the Department. Goals and objectives more specifically define what needs to take place to meet current and future demands.

Written tasks state as precisely as possible the necessary actions to ensure success. Before any organization can effectively plan for the future, it must first define why it exists and what functions it performs.

The Department's Mission Statement describes our purpose, and our reason for existence. Our mission statement was developed and endorsed by the members of this department. It serves to provide guidance and direction for decision making and set standards for appropriate employee behavior.

### MISSION STATEMENT

*To provide professional law enforcement services in partnership with our community and emphasizing **Integrity, Accountability, and Respect.***

The final component of our first steps was the establishment of the vision for the department. It provides a framework for moving the Department into the future.

### VISION STATEMENT

*To become one of the country's premier law enforcement agencies through: **Innovation, Technology, Job Satisfaction, & Community Sensitive Policing***

Considering these guiding principles led to the development of the department's goals. This document is our roadmap to reach the long-term goals we've established for ourselves. Each goal lists the required operational objectives that contribute to goal achievement. For each objective are detailed strategies to reach them. We've determined where we are now and where we want to be by year's end in 2011.

## **HEATH POLICE DEPARTMENT TODAY**

The Heath Police Department was established in 1963 with a Chief and one full-time patrolman. The Heath Police Department currently has nineteen sworn officers, five full-time and three part-time dispatchers, and two clerks.

The Heath Police Department is a progressive and service oriented agency that responds to approximately 16,000 calls for service a year. In July of 1997, the Heath Police Department became an internationally accredited law enforcement agency through the Commission on Accreditation for Law Enforcement Agencies of Fairfax, Virginia and was re-accredited in 2003.

Lieutenant John Mason, who serves as the Patrol Bureau Commander, is assisted by three Patrol Sergeants. They and 9 patrol officers provide twenty-four hour continuous service to the citizens and business community of Heath. The patrol officers of the Heath Police Department also investigate a wide variety of criminal offenses in addition to their traffic enforcement duties.

The Detective Section is staffed by two criminal investigators and supervised by Sergeant Craig Black. They are responsible for all priority one crimes such as homicide, burglary, and armed robbery. Sergeant Black also serves as the Support Services Bureau Commander. In addition to supervising criminal investigations, he is responsible for property room management, internal affairs, recruitment and D.A.R.E.

The Heath Police Department is proud to have one of the most successful D.A.R.E. programs in the state of Ohio. D.A.R.E. Officer Parry Broseus provides education to students in 2nd, 4th, 6th, 9th and 11th grades in three schools. His assignment requires certification through the Ohio Peace Officer Training Academy. Officer Broseus also serves as Crime Prevention Officer.

Economic conditions prevent the department from filling three sworn positions lost due to attrition. The department had a previous authorized strength of 21 sworn officers.

## **LOOKING AHEAD THROUGH 2011**

Growth estimates (Appendix D) project a resident population of 10, 252 in 2007. This represents a near 10% increase. Those same estimates project 410 business establishments in 2007. A substantial increase of 15%.

For the year 2008, the Heath Police Department responded to 16,130 calls for service (CFS). In the previous 3 years, CFS increased over 1000 per year at an average of 7.3% per year. Using that data, we project the next three years CFS levels to be:

2009: 17,307

2010: 18,570

2011: 19,926

## **STRATEGIC PLAN ORGANIZATION**

This plan is organized into five core areas. All of our goals are linked either directly or indirectly to one another. Because of this, there is no exact timetable associated with each goal, but rather, a commitment to reach full implementation by December 31, 2011. Select individuals and groups responsible for implementation will develop deadlines for strategies.

❖ **HUMAN RESOURCES**

❖ **TECHNOLOGY**

❖ **ORGANIZATION**

❖ **EQUIPMENT NEEDS**



# HUMAN RESOURCES

**GOAL: Hire, train, and deploy 3 additional police officers**

**OBJECTIVE: Conduct a thorough staffing needs assessment**

**Strategy:**

- Determine number of patrol officers and supervisors required to enable our department to:
  - ✓ Respond to emergency and non-emergency demands
  - ✓ Conduct crime prevention and proactive patrols
  - ✓ Conduct traffic enforcement and special missions
  - ✓ Allow officers to meet administrative requirements such as report writing, training, court, and personal needs
  - ✓ Ensure the safety of the public and police
- Design a deployment plan that considers:
  - ✓ Policing priorities
  - ✓ Calls for service
  - ✓ Population size and density
  - ✓ Cultural conditions
  - ✓ Citizen demands
  - ✓ Crime trends

**GOAL: Create and staff position of Support Services Officer**

**OBJECTIVE: Establish minimum and preferred requirements**

**Strategy:**

- Identify need
- Use in a capacity that relieves sworn personnel from administrative duties

**OBJECTIVE: Provide detailed justification for position**

**Strategy:**

- Performs ancillary duties of retired DARE officer Parry Broseus



- Will manage new Web Check® fingerprinting system
- Manages and operates new Redflex® Camera Traffic Enforcement

# TECHNOLOGY



## **GOAL: Improve traffic enforcement and reduce crashes**

### **OBJECTIVE: Utilize Camera Traffic Enforcement system**

#### **Strategy:**

- Identify and retain vendor
- Market project to council and public explaining:
  - ✓ What are the outcomes?
  - ✓ How will the solution make a difference to the community?
  - ✓ Who are the project partners?
  - ✓ What costs are associated?

### **OBJECTIVE: Equip all patrol cruisers with video cameras**

#### **Strategy:**

- Establish that program will strengthen prosecution
- Establish that liability will lessen
- Establish costs for equipment
- Purchase latest digital technology
- Pursue ability to provide live streaming

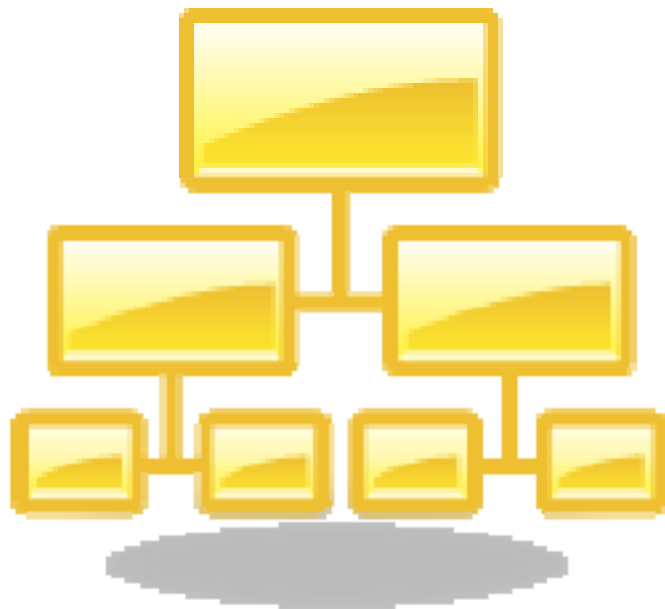
## **GOAL: Improve Information Output**

### **OBJECTIVE: Create an interactive web page**

#### **Strategy:**

- Make offense and accident reports available on-line
- Create on-line ability for citizens to procure certain non-emergency police services ( e.g. vacation house watch)
- Publish a weekly column in local paper on select topics
- Web cam link
- Create on-line reporting for minor crimes
- Place terminal in lobby for walk-in traffic (self help)
- Use web site to disseminate information to citizens

# ORGANIZATION



**GOAL: Change the structure of the department to meet demand**

**OBJECTIVE: In 2010, add additional personnel**

**Strategy:**

- Hire, train, and deploy 1 additional police officers
- Hire, train, and deploy 1 additional full time dispatcher
- Create Support Services Lieutenant position
  - Replaces Detective Sergeant position
  - Now responsible for command of Communications Section
- Create Communications Supervisor position
  - Responsible for daily operations (e.g. scheduling)
- Increase reserve force to 10

**OBJECTIVE: In 2011, add additional personnel**

**Strategy:**

- Hire, train, and deploy 2 additional police officers
- Reestablish Detective Sergeant position
- Increase reserve force to 15

# EQUIPMENT



**GOAL: Increase the Officer's arsenal**

**OBJECTIVE: Arm officers with patrol rifles**

**Strategy:**

- Communicate the need
- Stay current on emerging technologies and training
- Train in-house instructors

**OBJECTIVE: Purchase more Taser® guns**

**Strategy:**

- Equip each officer with own assigned Taser®

**GOAL: Replace police vehicles**

**OBJECTIVE: Replace police vehicles on rotation plan**

**Strategy:**

- Create and adhere to a vehicle replacement schedule
- Replace Dodge Durango with 4X4 pickup truck in 2009
- Replace 4 patrol cars in 2010
- Replace 2 patrol car in 2011
- Transition to Dodge Charger for patrol car
- Change vehicle graphics to modern theme

# **STRATEGIC PLAN IMPLEMENTATION**

**GOAL: Establish groups and individuals responsible for implementation of the strategic plan.**

**OBJECTIVE: Select person(s) for the task of determining deadlines for each strategy.**

**Strategy:**

- Create timely updates for the Chief
- Notify those responsible of impending deadlines
- Monitors the plan and implementation steps
- Recommends changes

**OBJECTIVE: Establish a review committee**

**Strategy:**

- Select committee members
- Select supervisor in charge of committee
- Conduct regular meetings
- Make recommendations to keep plan working
- Create timely updates for the Chief

**OBJECTIVE: Communicate the plan and its status**

**Strategy:**

- Familiarize all department personnel with the plan
- Forward copies to city officials
- Inform the community
- Make plan available on HPD website